



# STRATEGIC PLAN

2005-2010

# BOISE STATE UNIVERSITY STRATEGIC PLAN 2005-2010

## Introduction

A present day examination of Boise State University reveals a vibrant picture of a public university with a history of teaching excellence, offering a wide range of degree programs, and serving the citizenry of the state of Idaho. This tradition to strive for excellence is reflected in our vision of becoming a metropolitan research university of distinction.

Boise State's strategic plan defines the path and means to move us from our current state to where we aspire. This journey puts first and foremost the learning environment and our scholarly/creative work to expand the boundaries of knowledge. Our most recent planning process began in early 2005, and initially included over 30 focus groups comprised of more than 600 University faculty, staff and students. Ultimately, a cross section of individuals from our campus community comprised a 40-plus member planning team that drafted the final document, a strategic matrix, providing opportunity for all of our stakeholders to provide input at some point along the way. We are currently in the process of developing performance benchmarks to measure progress toward these goals, which should be completed and in place in Fall 2006.

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## VISION STATEMENT

Boise State University strives to be a metropolitan research university of distinction.

- A University where **public engagement** links the University's academic mission with its community partners to address issues of mutual benefit.
  - A University of **academic excellence** with high-quality, student-focused programs that integrate theory and practice, engage students in community based learning, and that are informed by meaningful assessment. .
  - A University with a **vibrant culture** that embraces and fosters innovation, responsiveness, inclusiveness, accessibility, diversity, and effective stewardship.
  - A University of **exceptional research** defined by progressive scholarship and creative activity, and graduate programs that have groundbreaking applications locally, regionally and globally.
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## MISSION STATEMENT

As provided by the State Board of Education, Boise State University will formulate its academic plan and generate programs with primary emphasis on business and economics, engineering, the social sciences, public affairs, the performing arts, and teacher preparation. Boise State University will give continuing emphasis in the areas of the health professions, the physical and biological sciences, and education, and will maintain basic strengths in the liberal arts and sciences, which provide the core curriculum or general education portion of the curriculum.

Alignment with SBOE Goals of Quality, Access, Relevancy & Efficiency	BOISE STATE UNIVERSITY GOALS & STRATEGIES*	Anticipated Completion Date
	<b>Goal I. Develop network and outreach opportunities with the community</b>	
Quality, Relevancy	Strategies: <ul style="list-style-type: none"> <li>Reward, promote, and publicize student and faculty successes in research and the integration of research with teaching.</li> </ul>	
Quality, Relevancy	<ul style="list-style-type: none"> <li>Promote and reward research in and with the community.</li> </ul>	
Access, Efficiency, Quality, Relevancy	<ul style="list-style-type: none"> <li>Create a community college</li> </ul>	
Access, Quality, Relevancy	<ul style="list-style-type: none"> <li>Align educational offerings with economic development needs and incorporate employers' input into curriculum design.</li> </ul>	
Quality, Relevancy	<ul style="list-style-type: none"> <li>Promote collaboration and sharing of information between campus and the community.</li> </ul>	
	<b>Goal II. Respond to the educational needs of the region</b>	
Access, Efficiency, Quality, Relevancy	Strategies: <ul style="list-style-type: none"> <li>Create a community college</li> </ul>	
Access, Quality, Relevancy	<ul style="list-style-type: none"> <li>Align educational offerings with economic development needs and incorporate employers' input into curriculum design.</li> </ul>	
Access, Efficiency	<ul style="list-style-type: none"> <li>Offer flexible course delivery options</li> </ul>	

	<b>Goal III. Provide development opportunities for faculty to integrate research and teaching</b>	
<p>Quality, Relevancy</p> <p>Quality, Relevancy, Efficiency</p> <p>Quality, Efficiency</p> <p>Relevancy, Efficiency</p> <p>Access, Relevancy, Quality</p> <p>Quality, Relevancy, Efficiency</p> <p>Access, Relevancy, Efficiency</p> <p>Access, Efficiency, Quality, Relevancy</p>	<p>Strategies:</p> <ul style="list-style-type: none"> <li>• Reward, promote, and publicize student and faculty successes in research and the integration of research with teaching.</li> <li>• Redesign annual evaluation and promotion and tenure criteria to include integration of research and teaching.</li> <li>• Develop flexible workload policies for faculty.</li> <li>• Promote and reward research in and with the community</li> <li>• Align educational offerings with economic development needs and incorporate employers' input into curriculum design.</li> <li>• Facilitate faculty collaborations across departments and colleges.</li> <li>• Promote collaboration and sharing of information between campus and the community.</li> <li>• Secure funds for sponsored research activity.</li> </ul>	
	<b>Goal IV. Build and maintain facilities to support programs and create an attractive and accessible environment</b>	
<p>Access, Efficiency, Quality, Relevancy</p> <p>Access, Quality, Relevancy</p> <p>Access, Efficiency, Quality, Relevancy</p> <p>Access, Efficiency, Quality, Relevancy</p> <p>Access, Efficiency, Quality, Relevancy</p>	<p>Strategies:</p> <ul style="list-style-type: none"> <li>• Create a community college.</li> <li>• Build residential communities for students, faculty, and staff.</li> <li>• Secure funds for sponsored research activity.</li> <li>• Build and sustain a comprehensive advancement/fundraising program.</li> <li>• Implement the campus master plan.</li> </ul>	


	<b>V. Promote diverse communities that foster faculty, staff, and student interaction</b>	
<p>Access, Efficiency, Quality, Relevancy</p> <p>Access, Efficiency, Quality, Relevancy</p> <p>Access, Quality, Relevancy</p> <p>Efficiency, Quality, Relevancy</p> <p>Access, Quality, Relevancy</p> <p>Access, Quality, Relevancy</p> <p>Access, Efficiency, Quality, Relevancy</p>	<p>Strategies:</p> <ul style="list-style-type: none"> <li>• Implement Freshman Success Task Force Action Plan</li> <li>• Create active learning opportunities in-class and out-of-class</li> <li>• Build residential communities for students, faculty and staff</li> <li>• Facilitate faculty collaborations across departments and colleges</li> <li>• Schedule, promote, and facilitate involvement in cultural and intellectual events</li> <li>• Develop and promote programs to internationalize campus</li> <li>• Implement the campus master plan</li> </ul>	
	<b>Goal VI. Recruit and retain an academically prepared and diverse student body</b>	
<p>Quality, Relevancy</p> <p>Access, Efficiency</p> <p>Access, Efficiency</p> <p>Access, Efficiency, Quality, Relevancy</p> <p>Access, Efficiency, Quality, Relevancy</p> <p>Access, Efficiency, Quality, Relevancy</p> <p>Access, Efficiency</p> <p>Access, Quality, Relevancy</p> <p>Access, Quality, Relevancy</p> <p>Access, Quality, Relevancy</p> <p>Access, Efficiency, Quality, Relevancy</p>	<p>Strategies:</p> <ul style="list-style-type: none"> <li>• Reward, promote, and publicize student and faculty successes in research and the integration of research with teaching.</li> <li>• Expand student recruitment efforts</li> <li>• Create additional opportunities for student financial assistance</li> <li>• Implement the Freshman Success Task Force Action Plan</li> <li>• Create active learning opportunities in-class and out-of-class</li> <li>• Create a community college</li> <li>• Offer flexible course delivery options</li> <li>• Build residential communities for students, faculty and staff</li> <li>• Schedule, promote, and facilitate involvement in cultural and intellectual events</li> <li>• Develop and promote programs to internationalize campus</li> <li>• Promote to the State the value of investing in higher education</li> </ul>	

Access, Efficiency, Quality, Relevancy	<ul style="list-style-type: none"> <li>Secure funds for sponsored research activity</li> </ul>	
Access, Efficiency, Quality, Relevancy	<ul style="list-style-type: none"> <li>Implement the campus master plan</li> </ul>	
	<b>Goal VII. Recruit and retain faculty and staff to support the vision</b>	
Quality, Relevancy	<p>Strategies:</p> <ul style="list-style-type: none"> <li>Reward, promote, and publicize student and faculty successes in research and the integration of research with teaching.</li> </ul>	
Efficiency, Quality, Relevancy	<ul style="list-style-type: none"> <li>Redesign annual evaluation and promotion and tenure criteria to include integration of research and teaching.</li> </ul>	
Efficiency, Quality	<ul style="list-style-type: none"> <li>Develop flexible workload policies for faculty.</li> </ul>	
Efficiency, Relevancy	<ul style="list-style-type: none"> <li>Promote and reward research in and with the community.</li> </ul>	
Efficiency, Quality, Relevancy	<ul style="list-style-type: none"> <li>Facilitate faculty collaborations across departments and colleges</li> </ul>	
Efficiency, Quality, Relevancy	<ul style="list-style-type: none"> <li>Develop a staffing plan, compensation packages, and structures commensurate with a metropolitan research university</li> </ul>	
Access, Quality, Relevancy	<ul style="list-style-type: none"> <li>Schedule, promote, and facilitate involvement in cultural and intellectual events</li> </ul>	
Access, Quality, Relevancy	<ul style="list-style-type: none"> <li>Develop and promote programs to internationalize campus</li> </ul>	
Access, Efficiency, Quality, Relevancy	<ul style="list-style-type: none"> <li>Promote to the State the value of investing in higher education</li> </ul>	
Access, Efficiency, Quality, Relevancy	<ul style="list-style-type: none"> <li>Secure funds for sponsored research activity</li> </ul>	
Access, Efficiency, Quality, Relevancy	<ul style="list-style-type: none"> <li>Build and sustain a comprehensive advancement/fundraising program</li> </ul>	
Access, Efficiency, Quality, Relevancy	<ul style="list-style-type: none"> <li>Implement the campus master plan</li> </ul>	

	<b>Goal VIII. Provide student-centered services</b>	
Access, Efficiency, Quality, Relevancy	<ul style="list-style-type: none"> <li>• Implement the Freshman Success Task Force Action Plan</li> </ul>	
Access, Efficiency, Quality, Relevancy	<ul style="list-style-type: none"> <li>• Create active learning opportunities in-class and out-of-class</li> </ul>	
Access, Efficiency	<ul style="list-style-type: none"> <li>• Offer flexible course delivery options</li> </ul>	
Access, Quality, Relevancy	<ul style="list-style-type: none"> <li>• Build residential communities for students, faculty and staff</li> </ul>	
Access, Quality, Relevancy	<ul style="list-style-type: none"> <li>• Schedule, promote, and facilitate involvement in cultural and intellectual events</li> </ul>	
	<b>Goal IX. Create an organization that is responsive to change</b>	
Efficiency, Quality, Relevancy,	Strategies: <ul style="list-style-type: none"> <li>• Redesign annual evaluation and promotion and tenure criteria to include integration of research and teaching.</li> </ul>	
Efficiency, Quality	<ul style="list-style-type: none"> <li>• Develop flexible workload policies for faculty.</li> </ul>	
Access, Efficiency, Quality, Relevancy	<ul style="list-style-type: none"> <li>• Create a community college</li> </ul>	
	<b>Goal X. Obtain fiscal resources necessary to support the vision</b>	
Quality, Relevancy	Strategies: <ul style="list-style-type: none"> <li>• Reward, promote, and publicize student and faculty successes in research and the integration of research with teaching.</li> </ul>	
Access, Efficiency	<ul style="list-style-type: none"> <li>• Create additional opportunities for student financial assistance</li> </ul>	
Access, Efficiency, Quality, Relevancy	<ul style="list-style-type: none"> <li>• Create a community college</li> </ul>	
Access, Relevancy, Quality	<ul style="list-style-type: none"> <li>• Align educational offerings with economic development needs and incorporate employers' input into curriculum design.</li> </ul>	
Efficiency, Quality, Relevancy	<ul style="list-style-type: none"> <li>• Develop a staffing plan, compensation packages, and structures commensurate with a metropolitan research university</li> </ul>	
Access, Efficiency, Quality, Relevancy	<ul style="list-style-type: none"> <li>• Secure funds for sponsored research activity</li> </ul>	
Access, Efficiency, Quality, Relevancy	<ul style="list-style-type: none"> <li>• Build and sustain a comprehensive advancement/fundraising program</li> </ul>	

\*Strategies support multiple goals

<div> <div> <div>Boise State University</div> <div>Strategy Matrix</div> </div> <div> <p>These guiding strategies reflect routes by which Boise State University will achieve its goals.</p> <div>METROPOLITAN RESEARCH UNIVERSITY OF DISTINCTION</div> </div> </div>		GOALS									
STRATEGIES		(1) Develop network and outreach opportunities with the community	(2) Respond to the educational needs of the region	(3) Provide development opportunities for faculty to integrate research and teaching	(4) Build and maintain facilities to support programs and create an attractive and accessible environment	(5) Promote diverse communities that foster faculty, staff, and student interaction	(6) Recruit and retain an academically-prepared and diverse student body	(7) Recruit and retain faculty and staff to support the vision	(8) Provide student-centered services	(9) Create an organization that is responsive to change	(10) Obtain fiscal resources necessary to support the vision
	(a) Reward, promote, and publicize student and faculty successes in research and the integration of research with teaching										
	(b) Redesign annual evaluation and promotion and tenure criteria to include integration of research and teaching										
	(c) Develop flexible workload policies for faculty										
	(d) Promote and reward research in and with the community										
	(e) Expand student recruitment efforts										
	(f) Create additional opportunities for student financial assistance										
	(g) Implement Freshman Success Task Force Action Plan										
	(h) Create active learning opportunities in-class and out-of-class										
	(i) Create a community college										
	(j) Align educational offerings with economic development needs and incorporate employers' input into curriculum design										
	(k) Offer flexible course delivery options										
	(l) Build residential communities for students, faculty, and staff										
	(m) Facilitate faculty collaborations across departments and colleges										
	(n) Develop a staffing plan, compensation packages, and structures commensurate with a metropolitan research university										
	(o) Schedule, promote, and facilitate involvement in cultural and intellectual events										
	(p) Promote collaboration and sharing of information between campus and the community										
	(q) Develop and promote programs to internationalize the campus										
	(r) Promote to the State the value of investing in higher education										
	(s) Secure funds for sponsored research activity										
	(t) Build and sustain a comprehensive advancement/fundraising program										
	(u) Implement the campus master plan										

Strategies support multiple goals;  illustrate examples

Numbers and letters do not signify priority ranking